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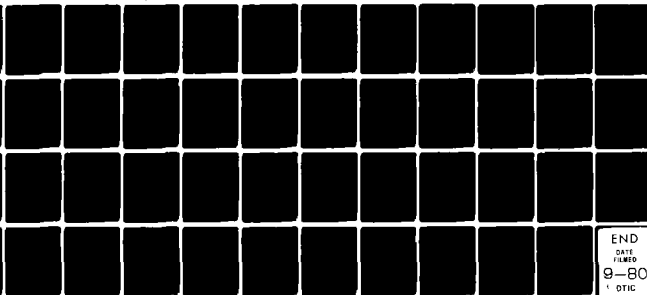
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LOGISTICS STUDIES OFFICE

PROJECT NUMBER 907

ARMY AND CUSTOMER
TOTAL PRODUCTION REQUIREMENTS
AND DISTRIBUTION PRIORITIES FOR
MAJOR ITEMS

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FINAL REPORT
JUNE 1980

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This report is concerned with the submission of requirements and distribution of Army-managed major items (less ammunition) only. It examines DODI 7045.7 (The Planning, Programming, and Budgeting System) which pertains to the determination and submission of budget requests of the military services. It analyzes the content of Chapter 2, Joint Regulation (AFLCR 400-21/DARCOM-R 700-99/NAVMATINST 4790.23A/MCO P4410.22A) - Elimination of Duplication in the Management and Logistics Support of Multiused Nonconsumable Items, which prescribes the procedures used by the military services in the supply and depot		

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maintenance operations of Nonconsumable Item Materiel Support Codes (NIMSC) 1, 2, 3, 4, or 9 which include major items. The need for a standardized Army plan for the distribution of Army-managed major items to the Army and other customers is also discussed. A conceptual method to achieve visibility of the total requirements/production quantity of Army-managed major items and the means to establish an Army standardized distribution plan for these major items throughout the Army and to the other military services is also presented.

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ARMY AND CUSTOMER
TOTAL PRODUCTION REQUIREMENTS
AND DISTRIBUTION PRIORITIES FOR
MAJOR ITEMS

LOGISTICS STUDIES OFFICE
PROJECT NUMBER 907

FINAL REPORT
JUNE 1980

HUNTER W. TYLER

LOGISTICS STUDIES OFFICE
US ARMY LOGISTICS MANAGEMENT CENTER
FORT LEE, VIRGINIA 23801

ABSTRACT

This report is concerned with the submission of requirements and distribution of Army-managed major items (less ammunition) only. It examines DODI 7045.7 (The Planning, Programming, and Budgeting System) which pertains to the determination and submission of budget requests of the military services. It analyzes the content of Chapter 2, Joint Regulation (AFLCR 400-21/DARCOM-R 700-99/NAVMATINST 4790.23A/MCO P4410.22A) - Elimination of Duplication in the Management and Logistics Support of Multiused Nonconsumable Items, which prescribes the procedures used by the military services in the supply and depot maintenance operations of Nonconsumable Item Materiel Support Codes (NIMSC) 1, 2, 3, 4, or 9 which include major items. The need for a standardized Army plan for the distribution of Army-managed major items to the Army and other customers is also discussed. A conceptual method to achieve visibility of the total requirements/production quantity of Army-managed major items and the means to establish an Army standardized distribution plan for these major items throughout the Army and to the other military services is also presented.

Report Title: Army and Customer Total Production Requirements and Distribution Priorities for Major Items

Study Number: LSO 907

Study Initiator and Sponsor: Director for Plans, Doctrine and Systems (DRCPS-S)
US Army Materiel Development and Readiness Command

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EXECUTIVE SUMMARY

1. Statement of the Problem. To establish the means to achieve visibility of the total requirements/production quantity for Army-managed major items less ammunition (i.e., US Army - US Navy - US Marine Corps - Security Assistance [Military Assistance Program (MAP) and Foreign Military Sales (FMS)]) for the current fiscal year through the budget and three out years; to provide Army requirements for major items for a like period which are managed by other military services; and to modify the Total Army Equipment Distribution Plan (TAEDP) system to produce an Army priority distribution plan for other customers as well as to the Active Army and its reserve components.

2. Objectives.

2.1 Analyze the current situation relative to the determination and submission of other customer requirements.

2.2 Determine the feasibility of obtaining information on other customer requirements as far in advance as possible.

2.3 Evaluate the benefits of added information.

2.4 Develop policies and procedures for a standard priority system for the issue of major items (Class VII) through the:

2.4.1 Analysis of priority considerations that affect the Army versus each class of customers of Army materiel (other services, federal agencies, FMS, and MAP).

2.4.2 Establishment of an Army methodology for prioritizing major items delivery schedules in peacetime/wartime to Army units and to other customers.

3. Background. The Army Materiel Plan (AMP) lists all Army requirements for major items. The firm/budgeted requirements of other customers (USN-USAF-USMC) are not known until the receipt of a Military Interdepartmental Purchase Request (MIPR) or a funded requisition. Security assistance (MAP and FMS) present a similar problem in that FMS requirements are not known until the receipt of an accepted case, and grant aid requirements are not known until receipt of a funded MAP order. The Department of the Army Master Priority List (DAMPL) is used to prioritize distribution of all Army major items to Army units. Through the use of DAMPL priorities, the TAEDP system provides a distribution plan for all major items for the current fiscal year, the budget year, and three out years. Other customer requirements are not recognized by TAEDP routines since they are subtracted from Sector II of the AMP and are not visible to users of TAEDP products. Therefore, there is a need to develop a methodology to provide visibility of the total requirements/production quantity for Army-managed major items and for a standard Army priority distribution system for such items to the Army and its other customers. The methodology developed would be of significant value to the other services in the procurement and distribution of major items for which they have been designated Primary Inventory Control Activity (PICA) and for which they support another service.

4. Purpose. To develop a methodology to achieve visibility of the total requirements/production quantity of Army-managed major items less ammunition from the current fiscal year through the budget and three out years, and to develop a standard Army priority system for the distribution of Army-managed major items to the Army and its other customers.

5. Conclusions.

5.1 There is a need for the Army to achieve visibility of the total requirements/production quantity of all major items (planned, programmed, and budgeted) for which it has been designated as PICA. Therefore, such advance data are needed for the current year, the budget year, and three out years.

5.2 Since all military services observe identical Planning, Programming, and Budgeting System (PPBS) cycles as prescribed in DODI 7045.7, it appears feasible for other customers to submit budgeted requirements for Army-managed major items at an appropriate time for inclusion in the AMP. The Army presently has the capability to furnish its requirements to the other military services. Further, the submission of planned and programmed requirements for planning purposes is also considered feasible under this instruction.

5.3 The submission of total requirements (planned, programmed, and budgeted) for AMP and planning purposes on appropriate PPBS cycles would enable the Army to better plan production contracts and schedules, realize price advantages through quantity buys, and provide improved support to other customers.

5.4 Under the provisions of Chapter 2, AFLCR 400-21/DARCOM-R 700-99/NAVMATINST 4990.23A/MCO P4410.22A, firm requirements of other customers cannot be submitted until their budget requests have been approved. Therefore, the Army is not always aware of such requirements until the receipt of an MIPR or a funded requisition. This joint regulation will require modification to provide adequate advance notice to the Army for planning purposes.

5.5 Although the Military Assistance Sales Manual (MASM) and Field Manual (FM) 38-8 contain specifics regarding the advance planning for security assistance (MAP and FMS), real-world conditions and procedures render them infeasible in many instances. Therefore, to include them in the study appears to offer no advantages from an economic or operational standpoint. Because of the singular nature of the security assistance requirements determination and distribution processes, they should not be included in this study.

5.6 Guidance relative to the distribution of major items outside Army channels as outlined in paragraphs 2b(u), AR 11-12 and paragraph 2-2c and 3-2d(c), AR 700-120 is considered inadequate to properly support other customers.

5.7 The incompatibility of priority designators used by the Army (DAMPL priorities) and those used by other customers (Required Delivery Date (RDD)) precludes the use of TAEDP for the distribution of major items to other customers within its present structure.

5.8 To accommodate both Army and other customer priority distribution of major items, the TAEDP system will require modification.

5.9 Other customer budgeted requirements must be reflected in Section II of the AMP to be processed by the TAEDP system.

5.10 The conceptual procedure contained in Appendix A fulfills the objectives of this study.

5.11 The distribution priority systems within the other services are not controlled by the Army. Therefore, the Army cannot control distribution beyond each service level (USN-USAF-USMC).

5.12 Since the procedures outlined in Appendix A would be applicable DOD wide, the interservice staff coordination necessary for implementation is beyond the capability of the study agency. If it is approved, the implementation details would appear appropriate for accomplishment at the Joint Logistics Commander's level.

5.13 Total visibility of major item requirements and the distribution of such items to other customers as well as within the Army would appear to be of sufficient value to the Department of Defense (DOD) and the Army as to justify the cost of modifying the TAEDP system and other official documentation relative to the PPBS, requirements determination, major item distribution management, and the TAEDP system.

6. Recommendations. It is recommended that:

6.1 The conceptual procedure (Appendix A) be approved.

6.2 If approved, the conceptual procedure be referred to a Joint Logistics Commander's panel for coordination and implementation.

6.3 Security assistance items be excluded from the conceptual procedure.

MAIN REPORT

1. Statement of the Problem. To establish the means to achieve visibility of the total requirements/production quantity for Army-managed major items less ammunition (i.e., US Army - US Navy - US Marine Corps - Security Assistance [Military Assistance Program (MAP) and Foreign Military Sales (FMS)]) for the current fiscal year through the budget and three out years; to provide Army requirements for major items for a like period which are managed by other military services; and to modify the Total Army Equipment Distribution Plan (TAEDP) system to produce an Army priority distribution plan for other customers as well as to the Active Army and its reserve components.

2. Background. The Army Materiel Plan (AMP) lists all Army requirements for major items. The firm/budgeted requirements of other customers (USN-USAF-USMC) are not known until the receipt of a Military Interdepartmental Purchase Request (MIPR) or a funded requisition. Security assistance (Military Assistance Program (MAP) and Foreign Military Sales (FMS)) present a similar problem in that FMS requirements are not known until the receipt of an accepted case; and grant aid requirements are not known until receipt of a funded MAP order. The Department of the Army Master Priority List (DAMPL) is used to prioritize distribution of all Army major items to Army units. Through the use of DAMPL priorities, the Total Army Equipment Distribution Program (TAEDP) system provides a distribution plan for all major items for the current fiscal year, the budget year, and three out years. Other customer requirements are not recognized by TAEDP routines since they are subtracted from Sector II of the AMP and are not visible to users of TAEDP products. Therefore, there is a

need to develop a methodology to provide visibility of the total requirements/production quantity for Army-managed major items and for a standard Army priority distribution system for such items to the Army and its other customers. The methodology developed would be of significant value to the other services in the procurement and distribution of major items for which they have been designated Primary Inventory Control Activity (PICA) and for which they support another service.

3. Study Objectives.

3.1 Analyze the current situation relative to the determination and submission of other customer requirements.

3.2 Determine the feasibility of obtaining information on other customer requirements as far in advance as possible.

3.3 Evaluate the benefits of added information.

3.4 Develop policies and procedures for a standard priority system for the issue of major items (Class VII) through the:

3.4.1 Analysis of priority considerations that affect the Army versus each class of customers of Army materiel (other services, federal agencies, FMS, and MAP).

3.4.2 Establishment of an Army methodology for prioritizing major item delivery schedules in peacetime/wartime to Army units and to other customers.

4. Scope of the Study. The study addresses the total production requirements for major items for the Army and other customers less ammunition (Class V). It will also address the priorities for an Army system for the total distribution of items to meet the needs of the Army and other customers.

5. Discussion.

5.1 Methodology. The procedures governing requirements determination, submission, and distribution of major items within the Army, other military services, and security assistance elements were analyzed to the maximum extent possible to determine their present capability and to detect possible improvements to them. This was achieved by:

5.1.1 Review of all obtainable official documentation pertaining to major item requirements determination, submission, prioritization, and distribution.

5.1.2 Letters to all US Army Materiel Development and Readiness Command (DARCOM) Materiel Readiness Commands (MRCs) and other customers requesting data relative to requirements determination and priority distribution of major items.

5.1.3 Personal and telephonic interviews with persons knowledgeable in requirements determination and distribution of major items in the Army, other military services, and security assistance.

5.2 Results.

5.2.1 Requirements Determination and Submission - Other Customers (USN-USAF-USMC).

5.2.1.1 The requirements determination for major items within all military services is based upon DODI 7045.7 (The Planning, Programming, and Budgeting System, 29 October 1969) and is executed by each service through individual implementing regulations (e.g., Army Regulation 1-1, Planning, Programming, and Budgeting within the Department of the Army, 25 May 1976). Since all military services observe identical Planning, Programming, and Budgeting System (PPBS) cycles as prescribed by DODI 7045.7, there appears to be no

justifiable reason to prevent the timely submission of Secondary Inventory Control Activity (SICA) requirements to the Army for current, budget, and three out years. It is recognized that only current year requirements are firm and could be used for AMP purposes. However, the budget year proposals and the out year projections would be invaluable for planning purposes and would permit the Army to plan for quantity buys, minimize costs, plan for an improved production base, and provide improved support to other customers.

5.2.1.2 AFLCR 400-21/DARCOM-R 700-99/NAVMATINST 4790.23A/MCO P4410.22A, Elimination of Duplication in the Management and Logistics Support of Multi-used Nonconsumable Items, 30 March 1978, provides uniform guidance and procedures governing the application of PICA materiel management criteria whereby one service will be assigned responsibility to provide certain logistics support functions to all current and future military users of nonconsumable items.

5.2.1.2.1 Chapter 2 of this regulation prescribes supply and depot maintenance operations for Nonconsumable Item Materiel Support Codes (NIMSC) 1, 2, 3, 4, or 9 items. These codes embrace major items (Supply Class VII) which are of concern to this study.

5.2.1.2.2 In accordance with the provisions of this chapter, the PICA (Army) will be responsible for the acquisition of all items of supply under its cognizance.

5.2.1.2.3 This chapter also prescribes that the SICAs (USN-USAF-USMC) will be responsible for forwarding MIPRs to the PICA (Army) for all quantities of the item required by the SICA service. Funded requisitions may be utilized by the SICA with the concurrence of the PICA.

5.2.1.3 These joint procedures will not permit the placement of a SICA requirement with the Army by an MIPR or funded requisition until the item is included in the an approved budget. Consequently, funded items are not always known by the MRCs sufficiently in advance to be included in the AMP. If the items requested are in stock, they are issued; if not, they are accommodated by an add-on executable option to existing procurements or by execution of a new contract.

5.2.1.4 Therefore, for the purpose of this study, a PICA-SICA relationship is the primary concern.

5.2.1.5 There is a need to achieve visibility of the total requirements/production quantity of all major items for which the Army has been designated as the PICA. Therefore, total requirements are needed for the current year, the budget year, and three out years.

5.2.1.6 Other customer requirements placed on the Army are accompanied by an MIPR or a funded requisition. Upon delivery from the contractor, in accordance with its Required Delivery Date (RDD), the item has been paid for by the requestor and is his property with the Army performing an acquisition service only. Under such circumstances, if a peacetime production shortfall occurs or if a wartime emergency requirement exceeds production capability, the Army is not considered to be in a position to determine its priorities over those of another customer requirement.

5.2.1.7 Total requirements/production quantities for budgeted items must be included in the AMP to be recognized by the TAEDP system. The total programmed and planned requirements must also be furnished the Army at appropriate times during the PPBS cycles to permit adequate advance planning

to better support other customer requirements.

5.2.2 Requirements Determination and Submission - Security Assistance.

5.2.2.1 The MASM, DOD 5105.38-M, contains the DOD official policy, guidance, and procedures relative to the security assistance program (grant aid (MAP) and FMS).

5.2.2.1.1 Chapter C, Policy, Paragraph 3a, states:

There will be close coordination between US military force planning and security assistance planning under the "Total Force" concept at all levels of the Department of Defense.

5.2.2.1.2 Chapter D, Planning, Paragraph 1a, states:

Planning for security assistance is an integral part of the Department of Defense planning, programming and budgeting system as set forth in DOD Instruction 7045.7. The Military Security Assistance Projection (MSAP) is the principal vehicle through which security assistance requirements are accumulated for inclusion. These projections permit preliminary program decision at the Washington level and enable the military departments to include security assistance requirements in their program objective memorandums.

5.2.2.1.3 Chapter D, Paragraph 1b, states in part:

...A schedule of events normally is published by the Secretary of Defense during the first part of each calendar year. Thus, dates set forth are approximate and will be governed by the current PPBS event calendar.

5.2.2.1.4 Chapter D, Paragraph 6, Projection Period, also states:

Unless otherwise specified, the term "projected period" will refer to a five-year time span. A new MSAP submitted to the Secretary of Defense on or about 1 March of each year will address a five-year planning period beginning nineteen months later.

5.2.2.1.5 Chapter D, Paragraph 7, Planning Cycle, is quoted in part:

...Unless otherwise specified, the term "planning cycle" will refer to the approximate 28-month period of time necessary to develop guidance, to plan responsive programs for the current planning period, and to obtain authorization and appropriations

for the first year of a planning period (normally called the "budget year"). Since a planning cycle extends beyond twelve months, key events of two or more cycles will be occurring at the same time.

5.2.2.1.6 Chapter D, Paragraph 7j, Military Security Assistance

Projection (MSAP) states:

The MSAP is prepared by DASD/ISA (SA) in consideration of the JFM and the country team/MAAG/CINC. It specifies objectives for military security assistance, grant materiel aid, grant foreign military training, FMS cash and credit sales, U.S. commercial sales and non-U.S. sales to country/region. It recommends the total resource requirements within the parameters of guidance provided by the Secretary of Defense. The MSAP is forwarded to the Secretary of Defense about 1 March. Concurrently, copies are provided to the JCS, CINCs, military departments, MAAGs, and to selected agencies in the executive branch outside DOD to advise of program levels recommended to the Secretary of Defense. This allows the military departments to reflect the net effect of military security assistance on their manpower and production base requirements in their service program objective memorandum.

5.2.2.2 Field Manual 38-8, International Logistics Management, contains Army guidance relative to its responsibility and participation in the DOD security assistance program.

5.2.2.2.1 This document states the following relative to the Army portion of the security assistance program:

5.2.2.2.1.1 Military Security Assistance (SA) requirements are not a part of the DOD budget, but are included in the Security Assistance budget submitted by the Secretary of State through the Office of Management and Budget to the President. The DOD principal function is to determine the materiel, services, and training requirements necessary to justify the budget request.

5.2.2.2.1.2 Security Assistance planning is projected on a 3-year basis. The elements which require budget submission to Congress to support SA requirements are MAP (Grant Aid), International Military Education and Training (IMET), and FMS Credits (FMSCR).

5.2.2.2.1.3 *Although cash sales cannot be programmed since they are dependent on a country signing a sales contract with the United States, the SA planning does include a resume of estimated cash purchases (FMS, commercial United States, and other) each country will make. These estimates of cash purchases are considered in programming the materiel/services requirements to be furnished through MAP, FMSCR, and excess defense articles.*

5.2.2.3 The FMS materiel acquisition process presents the problem of how to meet FMS requirements without interfering with the planned use of the production base to meet US requirements. The problem stems from the fact that the Army has no means of doing long-term planning for FMS requirements as it does itself under the five-year PPBS system. Planning for FMS always starts at the time the foreign customer submits his request for price and availability data. It is felt this will continue to be the practice as it is considered to be folly to attempt to get the considerable number of foreign entities to change their internal procedures to coincide with the DOD five-year PPBS. Office of the Secretary of Defense (OSD) has included FMS projection MAP planning documents based on the "Best Guess" of the US military elements in country. However, it has been acknowledged that these projections are of planning value only in the broadest sense. No actual planning can be done from the document since it is not refined enough and does not truly represent the views of the foreign customer. Further refinement is unlikely since surveys are essentially forbidden by our national policy of not promoting arms sales as outlined in a 28 April 1977, Deputy Secretary of Defense Memorandum, subject: Control of Incentives that Stimulate Arms Transfer Requests.

5.2.2.4 One principal method is used to determine FMS/grant aid production; the Security Assistance Master Planning and Phasing Worksheet (SAMPAP).

This is a quarterly report published by Defense Security Assistance Agency (DSAA), but prepared by Office of the Deputy Chief of Staff for Research, Development, and Acquisition (ODCSRDA) based on input from the DARCOM MRCs. It includes Army dedicated production and FMS/grant aid production schedules by country and case identifier. This report is commonly used to determine approximate availability for potential new orders.

5.2.2.5 Security assistance requirements (FMS and MAP) present an entirely different problem from Army and other customer requirements as they cannot be firmly determined until receipt of an accepted case (Form 1513) for FMS and an approved MAP order for grant aid. Although MASM states that security assistance PPBS processes will be integrated with those of the DOD, no documentation could be located to indicate such advance planning. In this regard, significant inconsistencies are evidenced in the quoted portions above. The first indication the Army has regarding FMS requirements is the receipt of a tentative Letter of Offer and Acceptance, and such an indication cannot be considered as a firm requirement until it is approved by DOD and accepted by the FMS customer. MAP requirements are programmed outside Army channels and MAP orders are funded when received as they are in the State Department security assistance budget.

5.2.2.6 The conditions cited above in regard to security assistance advance planning casts doubts as to the advisability of attempting to include security assistance requirements along with those of the Army and other customers for planning purposes.

5.2.3 Requirements Determination and Submission - Army to Other Services.

5.2.3.1 The requirements determination process for major items within

the Army is as discussed for the other services in paragraph 5.2.1, the only exception being that the Army assumes the role of the SICA and submits its requirements in accordance with Chapter 2, DARCOM-R 700-99.

5.2.3.1 Army requirements are listed in several data bases. However, the DARCOM System for Automation of Materiel Plans for Army Materiel (SAMPAM) data base or the DA procurement data base at the Research, Development and Acquisition Information Systems Agency (RDAISA), Radford, Virginia, can furnish the Army requirements to appropriate military services in a timely manner.

5.2.3.2 Data obtained from the MRCs indicate that the Army requirements placed on the other services are minimal. Listed below is a sampling of the types of major items with which the other services support the Army:

ARRCOM	None.
CERCOM	USAF; SATCOM items - General Communications Equipment. USN; General Communications Equipment.
MICOM	None.
TARCOM	None.
TSARCOM	USAF; Heavy Generators (100-150-200 KW) USN; Marine Equipment (LCM-LCU-Tug Boats, etc.) Navigational Aid and Equipment (Buoys - Gyro Compass-Navigational Instruments).

5.3 Priority Distribution.

5.3.1 The official Department of the Army (DA) policy pertaining to the distribution of major items is contained in AR 11-12 and 700-120. Policy concerning distribution outside the Army is found in paragraphs 2b(u), AR 11-12, and paragraph 2-2c and 3-2d(c), AR 700-120. These references provide for distribution of major items outside the Army on a case-by-case basis in

accordance with directives or guidance from DA or higher authority.

5.3.2 A significant incompatibility exists between priority designators utilized by the Army and other customers which will require changes to the TAEDP system if both are to be accommodated by the system. TAEDP was designed to prioritize distribution to the Active Army and its reserve components and its routines will only accept DAMPL priorities.

5.3.2.1 The Army priorities are based on DAMPL priority designators which are comprised of Force/Activity Designator (FAD) code groupings and numerical sequencing within each grouping.

5.3.2.2 Other customer priorities are based upon the RDD which is agreed upon at the time their requirements are placed with the Army.

5.3.3 To accommodate both Army and other customer requirements, TAEDP will require modification as outlined below:

5.3.3.1 If another customer item has an RDD ahead of an Army item delivery date, it will be assigned a pseudo-DAMPL priority that would allow it to be delivered before an Army item of a lower priority. This then will prohibit the Army item from being fielded earlier than the delivery date of the other customer item. When it is determined that the other customer item has an equal or later delivery date than the Army item, then the priority of the item will fall in line with the DAMPL, or

5.3.3.2 The modified system will produce two priority lists as follows:

5.3.3.2.1 An Army distribution list based on DAMPL priorities.

5.3.3.2.2 Another customer list based on RDDs.

5.3.3.3 The present structure of the TAEDP system will also require modification to insure recognition of other customer requirements in Sector II

of the AMP and to utilize other customer planned and programmed data for planning purposes.

5.3.3.4 When other customer requirements are included in the AMP, TAEDP routines subtract Sector IV (losses) from Sector II (procurement and other receipts) of the AMP; and as a result, other customer receipts are not visible to TAEDP users.

5.3.4 Research relative to security assistance items indicates they have an International Logistics Supply Delivery Plan (ILSDP) that duplicates the TAEDP system to a substantial degree. The ILSDP is currently prepared manually but is being automated and has undergone a test which was successful. ILSDP is published quarterly and projects deliveries by fiscal year (FY) quarters for a 3-year period (current FY - current FY + 1 - current FY + 2). ILSDP is prepared by the MRCs; and since security assistance is integrated with the Army Logistics System, the item managers perform the functions for each area (security assistance and Army). It appears possible that the ILSDP can perform the same functions for security assistance as TAEDP does for the Army.

5.3.5 The results thus far indicate that it will only be possible for this study to produce a concept to achieve the objectives. The concept established will have impacts DOD wide. Therefore, coordination, approval, and implementation will be beyond the capability of the study agency. Modification of TAEDP will require a major redesign effort by the design agency (US Army Depot Systems Command (DESCOM)), and requirements determination and submission will impact DOD wide (revision or modification of DODI 7045.7, and Joint Regulation AFLC 400-21/DARCOM-R 700-99/NAVMATINST 4990.23A/

MCO P4410.22A, 30 March 1978). It appears that to realize the objectives the interservice staff coordination required should be accomplished at the Joint Logistics Commander's level.

5.4 Documentation affected by the concept and requiring possible modification:

5.4.1 DODI 7045.7 - The Planning, Programming, and Budgeting System, 29 October 1969.

5.4.2 AR 1-1 - Planning, Programming and Budgeting within the Department of the Army, 25 May 1976.

5.4.3 AR 11-12 - Logistics Priorities (C).

5.4.4 AR 700-120 - Materiel Distribution Management for Major Items, 1 February 1980.

5.4.5 DARCOM-R 700-5 - Major Item Management, September 1978.

5.4.6 Joint Regulation AFLCR 400-21/DARCOM-R 700-99/NAVMATINST 4790.23A/MCO P4410.22A - Elimination of Duplication in the Management and Logistics Support of Multiused Nonconsumable Items, 30 March 1978.

6. Conclusions.

6.1 There is a need for the Army to achieve visibility of the total requirements/production quantity of all major items (planned, programmed, and budgeted) for which it has been designated as PICA. Therefore, such advance data are needed for the current year, the budget year, and the three out years.

6.2 Since all military services observe identical PPBS cycles as prescribed in DODI 7045.7, it appears feasible for other customers to submit budgeted requirements for Army-managed major items at an appropriate time

for inclusion in the AMP. The Army presently has the capability to furnish its requirements to the other military services. Further, the submission of planned and programmed requirements for planning purposes is also considered feasible under this instruction.

6.3 The submission of total requirements (planned, programmed, and budgeted) for AMP and planning purposes on appropriate PPBS cycles would enable the Army to better plan production contracts and schedules, realize price advantages through quantity buys, and provide improved support to other customers.

6.4 Under the provisions of Chapter 2, AFLCR 400-21/DARCOM-R 700-99/NAVMATINST 4990.23A/MCO P4410.22A, firm requirements of other customers cannot be submitted until their budget requests have been approved. Therefore, the Army is not always aware of such requirements until the receipt of an MIPR or a funded requisition. This joint regulation will require modification to provide adequate advance notice to the Army for planning purposes.

6.5 Although the MASM and FM 38-8 contain specifics regarding the advance planning for security assistance (MAP and FMS), real-world conditions and procedures render them infeasible in many instances. Therefore, to include them in the study appears to offer no advantages from an economic or operational standpoint. Because of the singular nature of the security assistance requirements determination and distribution processes, they should not be included in this study. Those security assistance procedures now in use are considered adequate.

6.6 Guidance relative to the distribution of major items outside Army channels as outlined in paragraph 2b(u), AR 11-12 and paragraph 2-2c and

3-2d(c), AR 700-120 is considered inadequate to properly support other customers.

6.7 The incompatibility of priority designators used by the Army (DAMPL priorities) and those used by other customers (RDD) precludes the use of TAEDP for the distribution of major items to other customers within its present structure.

6.8 To accommodate both Army and other customer priority distribution of major items, the TAEDP system will require modification as outlined in paragraph 5.3.3 above.

6.9 Other customer budgeted requirements must be reflected in Section II of the AMP to be processed by the TAEDP system.

6.10 The conceptual procedure contained in Appendix A fulfills the objectives of this study.

6.11 The distribution priority systems within the other services are not controlled by the Army. Therefore, the Army cannot control distribution beyond each service level (USN-USAF-USMC).

6.12 Since the procedures outlined in Appendix A would be applicable DOD wide, the interservice staff coordination necessary for implementation is beyond the capability of the study agency. If it is adopted, the implementation details would appear appropriate for accomplishment at the Joint Logistics Commander's level.

6.13 Total visibility of major item requirements and the distribution of such items to other customers as well as within the Army would appear to be of sufficient value to the DOD and the Army as to justify the cost of modifying the TAEDP system and other official documentation relative to the

PPBS, requirements determination, major item distribution management, and the TAEDP system.

7. Recommendations. It is recommended that:

7.1 The conceptual procedure (Appendix A) be approved.

7.2 If approved, the conceptual procedure be referred to a Joint Logistics Commander's panel for coordination and implementation.

7.3 Security assistance items be excluded from the conceptual procedure.

APPENDIX A

A CONCEPTUAL PROCEDURE FOR THE DETERMINATION OF ARMY AND OTHER CUSTOMER TOTAL
PRODUCTION REQUIREMENTS AND DISTRIBUTION PRIORITIES FOR MAJOR ITEMS

APPENDIX A

A CONCEPTUAL PROCEDURE FOR THE DETERMINATION OF ARMY AND OTHER CUSTOMER TOTAL PRODUCTION REQUIREMENTS AND DISTRIBUTION PRIORITIES FOR MAJOR ITEMS

1. General. This concept responds to the need to achieve visibility of the total requirements/production quantity of Army-managed major items of equipment (less ammunition) from the current fiscal year through the budget year and the three out years. The Army Materiel Plan (AMP) lists all Army requirements for major items. The firm or budgeted requirements of other customers (USN-USAF-USMC-other federal agencies) are not known until the receipt of a Military Interdepartmental Purchase Request (MIPR) or a funded requisition; and their programmed and planned requirements are not known. The Department of the Army Master Priority List (DAMPL) is used to prioritize distribution of major items to units of the Active Army and its reserve components. Through the use of DAMPL priorities, the Total Army Equipment Distribution Program (TAEDP) system provides a distribution plan to Army units (active and reserve) for major items. Other customer requirements are not recognized by the TAEDP. Therefore, there is a need to develop a standard Army priority distribution system for Army-managed major items to Army units and its other customers. This concept is also applicable to the other services in procuring and distributing major items for which they have been designated Primary Inventory Control Activity (PICA).

2. Objectives of the Conceptual Procedure.

2.1 To establish a means to provide the Army visibility of its own and other customer total requirements/production quantities for Army-managed major items of equipment and to provide Army requirements to the other

military services.

2.2 To develop policies and procedures for a standard Army priority system for the distribution of Army-managed major items within the Active Army, its reserve components, and to its other customers.

2.3 Through the preceeding objectives provide the means to:

2.3.1 Maintain an improved production base.

2.3.2 Improve Army advance planning for major item acquisition and distribution in peacetime and wartime environments.

2.3.3 Permit quantity buys and provide cost advantages.

2.3.4 Maximize the materiel support of the Army and its other customers.

3. Discussion. This discussion is intended to provide a representation of the extensive application of the concept and how it will affect each military service.

3.1 Purpose. The concept proposes policies, responsibilities, and procedures to establish a method to provide the Army visibility of the total requirements/production quantities of its own and other customers (planned, programmed, and budgeted) for Army-managed major items of equipment, and provide the other services with Army requirements for major items they manage. The concept will also include proposed policies and procedures to provide a standardized means for the Army to distribute major items to the Active Army, its reserve components, and to other customers.

3.2 Assumptions.

3.2.1 Other customers will agree to submit budgeted requirements for major items to the Army sufficiently in advance for inclusion in the AMP. Planned and programmed requirements for the budget and three out years will

also be submitted on appropriate PPBS cycles for planning purposes, and the Army will furnish like data to the other services for items they manage.

3.2.2 The TAEDP system will be modified to accept other customer Required Delivery Dates (RDDs) to prioritize delivery of their items as well as the DAMPL priorities currently used to distribute major items to the Active Army and its reserve components.

3.2.3 Modification of TAEDP will be accomplished as follows:

3.2.3.1 If another customer has an RDD ahead of an Army item delivery date, it will be assigned a pseudo-DAMPL priority that would allow it to be delivered before an Army item of a lower priority. This then will prohibit the Army item from being fielded earlier than the delivery date of the other customer item. When it is determined that the other customer item has an equal or later delivery date than the Army item, then the priority of the item will fall in line with the DAMPL, or

3.2.3.2 The modified system will produce two priority lists as follows:

3.2.3.2.1 Army distribution list based on DAMPL priorities.

3.2.3.2.2 Other customer distribution list based on RDDs.

3.2.4 The TAEDP system cannot prioritize distribution of major items below the service level for other military services.

3.2.5 The Army and all other customers will revise their policies, procedures, and official documentation to reflect the above assumptions.

3.2.6 The requirements of "other federal agencies" will not be of sufficient volume to warrant inclusion in the concept.

3.2.7 Because of the singular nature of the determination of security assistance requirements, the lack of sufficient advance planning time, and

methods already in existence, they will be excluded from this concept.

3.3 Scope. This concept applies to the appropriate elements of the military services and organizations listed below which have responsibilities for the requirements determination and distribution of US Army-managed major items of equipment (Class VII):

3.3.1 Headquarters, Department of the Army (HQ DA).

3.3.2 Headquarters, US Army Materiel Development and Readiness Command (DARCOM).

3.3.3 US Army DARCOM Materiel Readiness Commands (MRCs).

3.3.4 US Army Depot Systems Command (DESCOM).

3.3.5 Headquarters, US Navy and appropriate subordinate commands.

3.3.6 Headquarters, US Air Force and appropriate subordinate commands.

3.3.7 Headquarters, US Marine Corps.

3.4 Policies.

3.4.1 Overall staff supervision of the use of the total requirements/production quantities furnished the Army by other customers will be exercised by HQ DA.

3.4.2 Overall administration, staff supervision and control of the standardized Army distribution system for Army-managed major items will be exercised by HQ DA.

3.4.3 Development and promulgation of overall policy and procedural guidance in support of the requirements determination and distribution processes will be exercised by HQ DA.

3.4.4 Development of implementation procedures and operation of the concept will be the responsibility of HQ DARCOM.

3.4.5 Each DARCOM MRC will implement the concept and insure the integration of other customer requirements with Army requirements in the AMP.

3.4.6 DESCOM will insure the visibility of other customer requirements in the TAEDP products.

3.4.7 In the event of a production shortfall, MRCs will immediately prepare a recommended revision to the distribution plan and refer it as outlined in paragraph 3.5.2.

3.5 Procedures. The procedure described below was developed within the parameters of the assumptions contained in paragraph 3.2 and the policies expressed in paragraph 3.4 above. The intent is to provide the means for the Army to achieve visibility of the total requirements/production quantities of Army-managed major items (planned, programmed, and budgeted), and for the other military services to achieve knowledge of Army requirements for major items managed by them. Such visibility will maximize advance planning for the current, budget, and three out years as well as permit equitable distribution to all customers to meet operational requirements in peacetime or wartime environments. Flow diagrams depicting the essential events of a scheduled production output (Figure 1) and a production shortfall output (Figure 2) are attached. A listing of basic actions and corresponding participants in each action for both conditions are depicted in Tables 1 and 2. A narrative for each event contained in Figures 1 and 2 and Tables 1 and 2 follows:

3.5.1 Submission of Requirements and Distribution of Scheduled Output. This portion of the concept is based upon the assumption that other customers will have submitted their planned, programmed, and budgeted requirements to

the MRCs; the Army has submitted like data to the other services; and that no production deficiencies occur or emergency requirements develop. Block Number 1 is also applicable to the Army in submitting its requirements to the other services.

3.5.1.1 Block No. 1 - Requirements Submission.

3.5.1.1.1 Responsibility. US Navy, US Air Force, and US Marine Corps.

3.5.1.1.2 Description. The submission of requirements will occur upon completion of the PPBS cycles within each of the responsible services. Most urgent of the requirements are those that are in approved budgets (current year requirements). These known requirements should be submitted to the MRCs as far in advance as possible for inclusion in the AMP. If the service waits until the time of need to submit an MIPR or a funded requisition as is presently the practice, the Army is not only denied the opportunity to place quantity buys and minimize cost, but in such cases the responsiveness to the other customer needs is prolonged. Programmed and planned requirements of the other services (budget and three out years) are also needed. It is recognized that these requirements are not firm; however, their importance for advance planning purposes is invaluable. With such planning data, the Army will be in a position to:

- Analyze other customer requirements impact on Army readiness.
- Determine the type of procurement contract.
- Negotiate with other customers relative to prorating the cost of maintaining an adequate production base.
- Plan and program a firm delivery schedule.

3.5.1.2 Block No. 2 - Preparation of Asset Distribution Requirements and Maintenance Data.

3.5.1.2.1 Responsibility. DESCOM.

3.5.1.2.2 Description. The DESCOM prepares the distribution requirements from the planning and program guidance furnished by the Deputy Chief of Staff for Research, Development and Acquisition (DCSRDA); Structure and Composition System (SACS) force development data furnished by the Deputy Chief of staff for Plans and Operations (DCSOPS); the Army acquisition objectives furnished by the Research, Development and Acquisition Information Systems Agency (RDAISA); and maintenance data furnished by its internal activities. These data are, in turn, furnished to the MRCs for their use in preparing the AMP.

3.5.1.3 Block No. 3 - Integration of Requirements.

3.5.1.3.1 Responsibility. MRCs.

3.5.1.3.2 Description. MRC integration of budgeted requirements of other customers with Army requirements data furnished by DESCOM and RDAISA will enable the Army to reflect total requirements (Army and other customers) in the AMP and insure adequate planning of acquisition quantities. Additionally, the budget and three out years data (programmed and planned) will enable the MRC to accomplish vital advance planning.

3.5.1.4 Block No. 4 - Submission of AMP Data to DESCOM for TAEDP Purposes.

3.5.1.4.1 Responsibility. MRCs.

3.5.1.4.2 Description. The MRCs furnish DESCOM the data upon which to base its TAEDP runs for output products. The data furnished are:

- Sectors II and IV of the AMP reflecting total firm receipts and losses for the Army and other customers.

- Other customer programmed and planned requirements for the budget and three out years for advance planning purposes.

3.5.1.5 Block No. 5 - Conduct TAEDP Runs.

3.5.1.5.1 Responsibility. DESCOM.

3.5.1.5.2 Description. The TAEDP runs by DESCOM are accomplished utilizing budgeted/firm requirements. Other customer data for the budget and three out years will be used as appropriate for planning purposes.

3.5.1.6 Block No. 6 - Submission of the AMP.

3.5.1.6.1 Responsibility. MRCs.

3.5.1.6.2 Description. The submission of the AMP, through prescribed System for Automation of Materiel Plan for Army Materiel (SAMPAM) channels, occurs at this time.

3.5.1.7 Block No. 7 - Budget Processes.

3.5.1.7.1 Responsibility. DA and DOD.

3.5.1.7.2 Description. The budget processes conducted at DA and DOD levels occur prior to submission of the President's budget to Congress. It is here also that final budget adjustments are made at DOD level. It also includes final Congressional approval and the resultant final adjustments at DOD and DA levels and return of the final budget to DARCOM.

3.5.1.8 Block No. 8 - DARCOM Budget Adjustment Actions.

3.5.1.8.1 Responsibility. DARCOM.

3.5.1.8.2 Description. The approved budget is received by HQ DARCOM, and the internal staff coordination and adjustment is accomplished here. The adjustments and guidance are then forwarded to the MRCs.

3.5.1.9 Block No. 9 - MRC Actions in Regard to Approved Budget and DARCOM Guidance.

3.5.1.9.1 Responsibility. MRCs.

3.5.1.9.2 Description. The MRC revise their portion of the AMP, update procurement schedules, and realign their distribution plans. Upon completion of these actions, the updated Sectors II and IV of the AMP reflecting total requirements will be forwarded to DESCOM for TAEDP purposes.

3.5.1.10 Block No. 10 - DESCOM TAEDP Actions.

3.5.1.10.1 Responsibility. DESCOM.

3.5.1.10.2 Description. The DESCOM utilizes Sectors II and IV of the AMP submitted by the MRCs to update the TAEDP system and furnish output productions to appropriate users.

3.5.1.11 Block No. 11 - Distribution of Assets.

3.5.1.11.1 Responsibility. MRCs.

3.5.1.11.2 Description. Using the revised budget guidance furnished by HQ DARCOM and distribution plans provided by TAEDP, the MRCs distribute assets to Army units and other customers.

3.5.2 Distribution of Production Shortfall Output. This portion of the concept considers production shortfalls under peacetime or wartime conditions. It also recognizes that priorities will change frequently under wartime conditions. In the event of a production shortfall in a peacetime environment or if emergency requirements exceed production capability, the procedure outlined below should provide corrective action:

3.5.2.1 Block No. 1 - Submission of Revised Distribution Plans to DARCOM.

3.5.2.1.1 Responsibility. MRCs.

3.5.2.1.2 Description. In the event of a production shortfall, the MRCs should take expedited action to make recommended changes to distribution plans and schedules. The recommended changes should then be discussed with Army claimants and other customers to determine if the changes are agreeable to them. The mutually agreed upon changes along with unresolved changes should be forwarded to HQ DARCOM.

3.5.2.2 Block No. 2 - DARCOM Actions Relative to Revised Distribution Plans and Schedules.

3.5.2.2.1 Responsibility. DARCOM.

3.5.2.2.2 Description. Upon receipt of revised distribution plans and schedules, DARCOM should evaluate the mutually agreed upon and unresolved revisions as to their practicality and feasibility. Based upon the evaluation, DARCOM should coordinate the revised distribution actions with Army claimants and other customers and attempt to resolve disputed revisions. If unresolved revisions still exist, DARCOM should refer unresolved problems to HQ DA for resolution.

3.5.2.3 Block No. 3 - HQ DA Actions Relative to Revised Distribution Plans and Schedules.

3.5.2.3.1 Responsibility. HQ DA.

3.5.2.3.2 Description. HQ DA should review the revised distribution plans and schedules and take actions as outlined in Block No. 2. If the disputed revisions cannot be resolved within the DA, they should be forwarded to DOD for coordination and final decision.

3.5.2.4 Block No. 4 - DOD Final Actions Relative to Revised Distribution Plans and Schedules.

3.5.2.4.1 Responsibility. DOD.

3.5.2.4.2 Description. The DOD makes the final decisions relative to the distribution of limited Army-managed assets when service coordination fails. The Army has no means of evaluating or determining other services' priority for Army-managed items. Therefore, the DOD must make such decisions based on overall knowledge, coordination, and negotiation with all services. Upon making such a decision, all services should be so notified and the Army directed to distribute the assets in accordance with that decision. The DOD should forward the revised distribution plans and schedules to HQ DA for implementation.

3.5.2.5 Block No. 5 - HQ DA Review of the DOD Approved Revisions to the Distribution Plans and Schedules.

3.5.2.5.1 Responsibility. HQ DA.

3.5.2.5.2 Description. The actions occurring here are those necessary to make adjustments to total force planning as it is affected by revised distribution plan. Within this block, the materiel acquisition adjustments are made; and based upon guidance from DOD, the DA furnishes guidance to DARCOM that impact the wholesale level.

3.5.2.6 Block No. 6 - DARCOM Internal Adjustments and Guidance to MRCs.

3.5.2.6.1 Responsibility. HQ DARCOM.

3.5.2.6.2 Description. Based upon DA guidance, HQ DARCOM conducts internal staff coordination relative to changes in the acquisition process occasioned by the revised distribution plan. Revised guidance and instructions are issued

to the MRCs relative to distribution of major items within the Army and to other customers.

3.5.2.7 Block No. 7 - DARCOM MRCs Distribution of Major Items.

3.5.2.7.1 Responsibility. MRCs.

3.5.2.7.2 Description. The MRCs distribute items within the Army and to other customers based upon revised distribution plans and schedules. MRCs also furnish revised data (Sectors II and IV of the AMP) to DESCOM for TAEDP purposes.

3.5.2.8 Block No. 8 - TAEDP Update and Distribution of Output Products.

3.5.2.8.1 Responsibility. DESCOM.

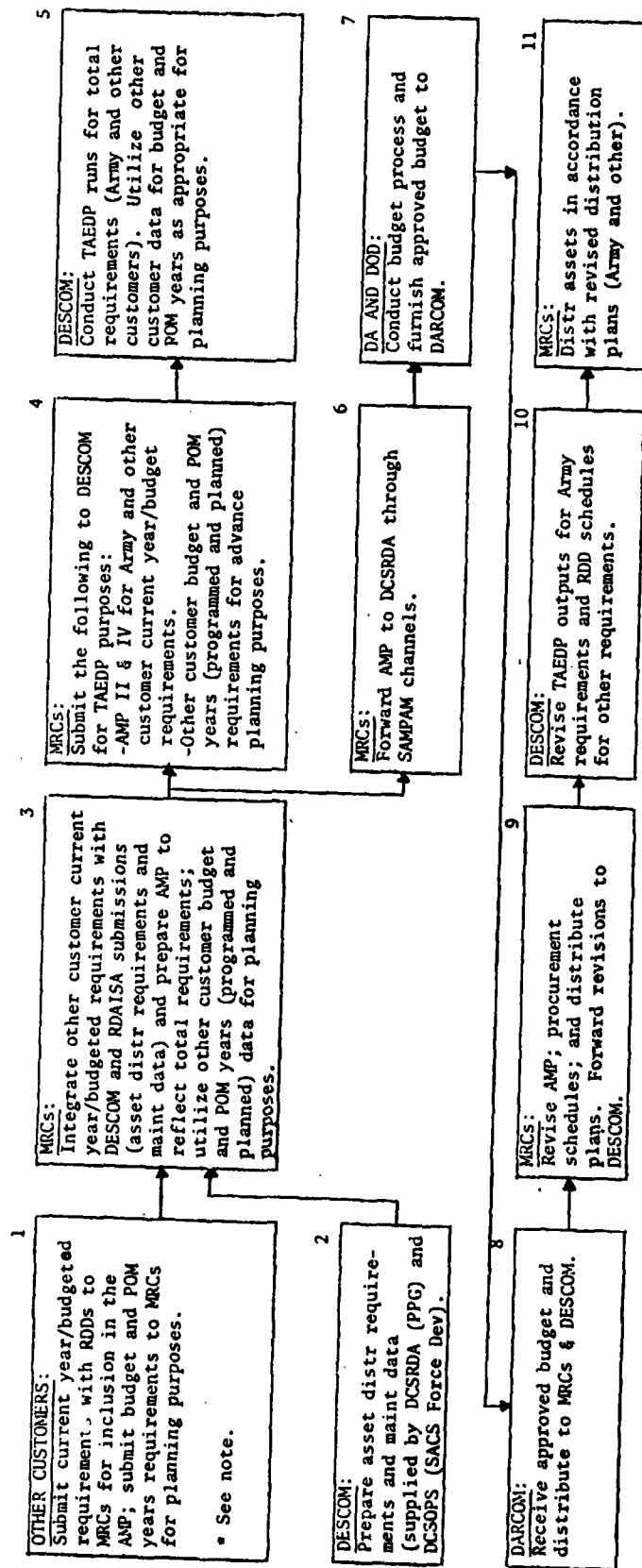
3.5.2.8.2 Description. Based upon revised data received from the MRCs, DESCOM will update the TAEDP output products and distribute them to appropriate users.

4 Incls

1. Figure 1 - Essential Events of Scheduled Production Output
2. Figure 2 - Essential Events of Production Shortfall Output
3. Table 1 - Basic Actions and Corresponding Participants for Scheduled Production Output
4. Table 2 - Basic Actions and Corresponding Participants for Production Shortfall Output

Figure 1

ESSENTIAL EVENTS OF SCHEDULED PRODUCTION OUTPUT



NOTE: The Army will also furnish its requirements for major items managed by other military services at this time.

Figure 2

ESSENTIAL EVENTS OF PRODUCTION SHORTFALL OUTPUT

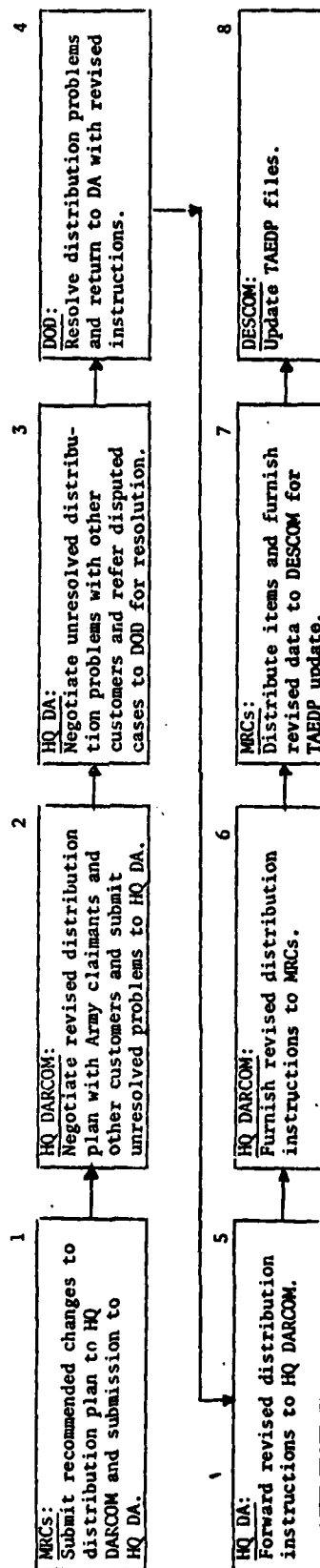


Table 1

BASIC ACTIONS AND CORRESPONDING PARTICIPANTS FOR SCHEDULED PRODUCTION OUTPUT

ITEM	ACTION	DOD	DA				DARCOM	MRC	DESCOM	USN	USAF	USMC	OTHER GOVT AGY	SEC ASST	MAJCOMS
			DCSOPS	DCSLOG	DCSRDA	FRATSA									
1	Submit requirements with RDOs to MRCs							C		P	P	P	P	P	
2	Prepare assets distribution requirements and maintenance data furnished by DCSRDA (PPG) and DCSOPS (SACS Force Developments) and forward to MRCs		C		C			C	P						
3	Integrate other customer requirements with DESCOM and RPAISA (AOs) submissions and prepare and forward AMP to DCSRDA through SAMPAN channels				C		C	P	C						
4	Forward AMP sections II & IV for Army items and RDOs for other customer items to DESCOM for TAEDP use							P	C						
5	Conduct TAEDP runs for total distribution using TAEDP priorities for Army items and RDOs for other customer items, and distribute outputs		C	C	C		C	C	P	C	C	C	C	C	C
6	Forward AMP to DCSRDA thru SAMPAN channels				C		C	P	C						
7	Conduct budget process and furnish approved budget to DARCOM	P	C	C	P		P								
8	Analyze revised budget, develop final materiel program and send to MRCs for implementation						P	C							
9	Revise AMP, procurement schedules; and distribution plans. Forward revisions to DESCOM.	C	C	C	C		C	P	C	C	C	C	C	C	C
10	Revise TAEDP outputs for total requirements	C	C	C	C		C	C	P	C	C	C	C	C	C
11	Distribute assets in accordance with revised distribution plans						C	P	C	C	C	C	C	C	C

LEGEND: P - Primary Responsibility
C - Coordination

Table 2

BASIC ACTIONS AND CORRESPONDING PARTICIPANTS FOR PRODUCTION SHORTFALL OUTPUT

ITEM	ACTION	DOD	DA				DASCOM	MRC	DESCOM	USN	USAF	USMC	OTHER GOVT AGY	SEC ASST	MACOMs
			DCSOPS	DCSLOG	DCSRDA	RDATSA									
1	Submit recommended revisions of distribution plan to DARCOM for approval and submission to DA and DOD						C	P							
2	Negotiate revised distribution plan with Army claimants and other customers and submit unresolved problems to HQ DA		C				P	C		C	C	C	C	C	C
3	Negotiate unresolved distribution plan problems with MACOMs and other customers and refer disputed cases to DOD for resolution		C	P	C		C			C	C	C	C	C	C
4	Resolve disputed distribution problems and return to DA with revised instructions	P	C	C	C		C			C	C	C	C	C	C
5	Forward revised distribution instructions to HQ DARCOM		C	P	C		C								
6	Analyze revised distribution instructions and dispatch to MRCs with revised directions						P	C							
7	Distribute items and furnish revised data to DESCOM for TAEDP update						C	P	C	C	C	C	C	C	C
8	Update TAEDP files and distribute output products	C	C	C	C	C	C	C	P	C	C	C	C	C	C

LEGEND: P - Primary Responsibility
C - Coordination

APPENDIX B

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APPENDIX B

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APPENDIX C

ABBREVIATIONS

APPENDIX C
ABBREVIATIONS

AAO	Authorized Acquisition Objective
AFLC	Air Force Logistics Command
AMP	Army Materiel Program
ARRCOM	US Army Armament Materiel Readiness Command
CERCOM	US Army Communications and Electronics Materiel Readiness Command
CINC	Commander in Chief
DA	Department of the Army
DAMPL	Department of the Army Master Priority List
DARCOM	US Army Materiel Development and Readiness Command
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Plans and Operations
DCSRDA	Deputy Chief of Staff for Research, Development and Acquisition
DESCOM	US Army Depot Systems Command
DOD	Department of Defense
DODI	Department of Defense Instruction
FAD	Force/Activity Designator
FM	Field Manual
FMS	Foreign Military Sales
FMSCR	FMS Credits
FY	Fiscal Year
HQ DA	Headquarters, Department of the Army
ILSDP	International Logistics Supply Delivery Plan

IMET	International National Military Education and Training
JCS	Joint Chiefs of Staff
JFM	Joint Forces Memorandum
KW	Kilowatt
LCM	Landing Craft Mechanized
LCU	Landing Craft Utility
MAAG	Military Assistance Advisory Group
MAP	Military Assistance Program
MASH	Military Assistance and Sales Manual
MICOM	US Army Missile Command
MIPR	Military Interdepartmental Purchase Request
MRC	Materiel Readiness Command (DARCOM)
MSAP	Military Security Assistance Projection
NAVMAT	Naval Materiel Command
NIMSC	Nonconsumable Item Materiel Support Code
ODCSRDA	Office of the Deputy Chief of Staff for Research, Development and Acquisition
OSD	Office of Secretary of Defense
PICA	Primary Inventory Control Activity
POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
PPG	Planning and Programming Guidance
RAD	Required Availability Date
RDAISA	Research, Development, and Acquisition Information Systems Agency
RDD	Required Delivery Date

SACS	Structure and Composition System
SAMPAM	System for Automation of Materiel Plan for Army Materiel
SAMPAP	Security Assistance Master Planning and Phasing Worksheet
SATCOM	Satellite Communications
SICA	Secondary Inventory Control Activity
TAEDP	Total Army Equipment Distribution Plan
TARCOM	US Army Tank-Automotive Materiel Readiness Command
TSARCOM	US Army Troop Support and Aviation Readiness Command Command
USAF	United States Air Force
USMC	United States Marine Corps
USN	United States Navy

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